Attachment 1

(Includes Appendices 1 - 4 listed in report)



Celebrating the Past Serving the Future

Land and water acknowledgments

GCWCC acknowledges that Winnipeg lies within Treaty No. 1 territory and the traditional homeland of the Red River Métis Nation. The water we drink comes from Shoal Lake 40 First Nation in Treaty No. 3 territory. We are dedicated to moving forward in the spirit of reconciliation.

REPORT TO EXECUTIVE POLICY COMMITTEE

RE: General Council of Winnipeg Community Centres 2026-2028 Business Plan

RECOMMENDATIONS

The General Council of Winnipeg Community Centres (GCWCC) recommends that the Executive Policy Committee (EPC) receive its 2026-2028 Business Plan as information.

IMPLICATIONS OF THE RECOMMENDATIONS

The GCWCC is a collective voice for community centres. As such, our focus is to provide leadership and operational support to volunteer boards that manage the 63 City of Winnipeg-owned community centres.

In 2025, GCWCC received a 3% increase in its operating grant, amounting to $260,226, and requested an additional 2% increase in 2026 and 2027. GCWCC is also requesting a 2% increase to the Janitorial Wage Subsidy to $404,553 for 2026 to 2028.

In the past, the Graffiti Control Program, in partnership with the Public Works, was funding in two parts, $20,000 from Public Works, and 12,500 from the community grant program. In 2024 $12,500 was cut and the provincial funding for Green Team was also reduced, which meant the program ended sooner. In 2025, Public Works provided the program $25,000 in funding, but we'd like to request the program be returned to $32,000 in 2026.

In May 2022, the City Council approved the Winnipeg Recreation Strategy, which supports and aligns with the City of Winnipeg's sustainable development and human rights goals established in the OurWinnipeg 2045 Development Plan and the Complete Communities initiative. GCWCC, along with HTFC Planning and Design, completed Plan 2045, which was presented at the EPC meeting on July 8, 2025.

Included in the release of the Plan 2045 report, is a recommendation for improved governance, and with that a request for funding in the amount of $250,000 annually, beginning in 2026, for a new GCWCC Programming/Wage Subsidy grant program to provide the ability for community centres to hire operational and programming staff in support of a transition from working boards to a governance board model.

As well as a one-time increase to the GCWCC 2026 operating grant in the amount of $35,000 to retain external legal advice to support community centres during the development and execution of management agreements between the City of Winnipeg and each community centre.

GCWCC is also responsible for administering grants to the City of Winnipeg community centres; a complete summary of the grants is shown on the following page:

Summary of Grants	**Approved for 2025**	**Proposed for 2026/2027**
GCWCC Operating Grant	$260,226	$265,431
Program Registration Fee Subsidy Grant	$110,750	$110,750
GCWCC Programming Grant	$470,000	$470,000
Janitorial Grant (Wage Subsidy)	$396,621	$404,553
Community Centre Agreement – Legal Support		$ 35,000
Program Wage Grant – as per Plan 2045	-	$250,000
Sub-total from Community Services	**$1,237,597**	**$1,535,734**
Athletic Field Maintenance Grant	$390,600	$390,600
Athletic Field Maintenance Equipment Grant	$30,000	$30,000
Graffiti Control Program Grant	$20,000	$32,000
Graffiti Partnership Funding	$ 5,000	
Sub-total from Parks Department	**$445,600**	**$452,600**
Total Funding	**$1,683,197**	**$1,988,334**

Prepared by: Lora Meseman

Submitted by: Lora Meseman – 07/25

In Consultation with:

Community Services Department, City of Winnipeg

Reviewed by:

GCWCC Board of Directors

Table of Contents

1.0 EXECUTIVE SUMMARY 2026-2028 6

1.1 INTRODUCTION 6

1.2 STRATEGIC DIRECTION 6

1.3 SERVICE GOALS AND STRATEGIES 7

1.4 HIGHLIGHTS 9

Major Issues Facing GCWCC and Community Centres 9

1.5 INCREMENTAL FUNDING REQUESTS 10

1.6 CONCLUSION 11

2.0 GCWCC 2026-2028 Business Plan 12

2.1 INTRODUCTION 12

History 12

Winnipeg Recreation Strategy 14

2.2 GCWCC MANAGEMENT AGREEMENT 15

Deliverables and Status Update 17

SUSTAINING COMMUNITY CENTRES 18

2.3 GCWCC PLAN 2045 19

2.4 GCWCC ONGOING RESPONSIBILITIES 20

2.5 HUMAN RESOURCE PLANNING - ORGANIZATIONAL STRUCTURE 23

2.6 CURRENT/FUTURE CHALLENGES 25

Information Technology 25

Trends & Challenges 26

2.7 GCWCC 2026-2028 Priority Action Plan 28

2.8 Current Year Plan 31

2.9 CONCLUSION 31

3.0 APPENDICES 32

- APPENDIX 1: GCWCC Independent Auditors' Report 2024 Financial Statements 32
- APPENDIX 2: GCWCC Three-Year Budget (2026-2028) 32
- APPENDIX 3: 2024 Grant Programs Review 32
- APPENDIX 4: 2024 Community Centre Grant Recipients 32

1.0 EXECUTIVE SUMMARY 2026-2028

1.1 INTRODUCTION

GCWCC is the umbrella organization providing leadership and organizational support to individual community centres. The primary purpose is to function as a central resource for the City of Winnipeg's sixty-three community centres, which operate eighty-one locations, and to facilitate cooperation and communication among the community centres and the City administration.

Community centres are not staffed or operated directly by the City. Instead, they are governed and run as independently incorporated entities by volunteers, with a Board of Directors elected by the local community they serve. Community centres are mandated to provide a broad range of recreational and leisure activities suited to the needs of the residents living within their designated area. Community centres collaborate with the City and other service providers to offer enriching recreation opportunities for the community. Although several centres have paid staff, the commitment of over 8,200 volunteers (more than 17,000 in 2018) remains significant to the success of community centres.

1.2 STRATEGIC DIRECTION

The Winnipeg Recreation Strategy, approved in May 2022, recommended that GCWCC update Plan 2025. The consultation process for Plan 2045 began in Fall 2023 and spanned over twenty months. It was developed through extensive engagement and collaboration with Winnipeg's community centre volunteers, GCWCC, City of Winnipeg staff, and other community organizations and stakeholders. The intent is that Plan 2045 will guide the actions, direction and resource allocation of GCWCC and the City of Winnipeg over the next twenty years. Recognizing that new opportunities and challenges will arise over time, Plan 2045 should be reviewed and updated every five years to ensure it remains current and relevant for the community. The report was introduced to the EPC in July, at the time of writing this report. GCWCC also worked on a revised three-year Strategic Plan through the summer months, with the expectation that it will be approved at the October 2025 GCWCC board meeting.

Vision Statement

To lead and guide Winnipeg's unique volunteer-based Community Centre model into a strong and vibrant future.

Mission Statement

GCWCC provides leadership and guidance to volunteers to help them develop and sustain community centres for all Winnipeg citizens.

GCWCC Principles & Value Statements:

- **Volunteers:** We recognize and celebrate the value of volunteers.
- **Service**: Our focus is on providing exceptional service and operating collaboratively and respectfully.
- **Accountable:** We are responsible to our stakeholders, including community centre members, funding bodies, the City of Winnipeg, and its residents, through transparent, flexible, and open operations.

- **Diversity, Equity, and Inclusiveness:** We recognize that Winnipeg is a diverse and multicultural City, and we believe that all citizens should have access to inclusive and safe programs and services.

Strategic Goals:

Communication

- To provide open and transparent communications with all stakeholders, the membership, funding bodies, the City of Winnipeg, and its residents.

Advocacy/Public Affairs

- To promote and support the community centre model with stakeholders.

Governance

- To review and strengthen GCWCC governance and community centre governance.

1.3 SERVICE GOALS AND STRATEGIES

GCWCC will continue to address its core responsibilities as outlined in the Management Agreement. The key focus through 2026-2028 includes the following key objectives:

- ***Plan 2045*** *– the purpose of the Plan is to provide strategies and actions to ensure Winnipeg's community centre model is inclusive, sustainable and responsive to the communities it serves, with a focus on People – Programs – Places. There is still work to be done, which will include reviewing the outdated governance structure, addressing challenges with volunteerism, and creating a streamlined accountability assessment for centres.*

  Further development on the first phase of the recommendations, which includes improved governance, working with the Community Centre division on management agreements with community centres, along with establishing a clear process for the accountability assessments. These three items will be reported on to the Executive Policy Committee in June 2027.

- ***Governance Review*** *- The GCWCC reviews and updates* Board policies each September. In 2025/26, the standardized constitution and by-laws are scheduled to be reviewed and updated for GCWCC. At the 2026 AGM, GCWCC will establish and present a new bylaw document to the membership, along with recommendations for the structure of the five district boards. GCWCC is committed to creating a Diversity, Equity, and Inclusion policy for its Board and then sharing, implementing, and providing training for Centres.

- ***Communications****. – The Communications Coordinator* role was filled in August 2024 and has become an integral part of our team. In 2025, GCWCC is working to enhance the accessibility of the website and improve the ability to update and edit content.

- ***Management Agreements*** - In consultation with the City of Winnipeg Public Service (WPS), GCWCC will assist in developing Management Agreements between the City and

the community centres.

- ***Community Centre/GCWCC Legal Representation*** – With the advancement of agreements between the City of Winnipeg and individual community centres, GCWCC has requested a one-time grant of $35,000 to support centres in reviewing documents with legal assistance.

- ***Review Funding for Community Centres*** – *The* GCWCC Board is committed to reviewing the funding process for community centres and the requirements during the application process. The review intends to simplify the application process and reduce the workload for volunteers. As well, a review will look at the following two funds:

    - Improved access to the Janitorial Wage Subsidy program.
    - Group application process for centre day camps, group sports
    - Program Wage Subsidy, a new grant to support programming staff at centres.

- ***Advocate for the Re-establishment of the Community Centre Investment Fund -*** GCWCC will support and advocate for the re-establishment of CCIF, as outlined in the Winnipeg Recreation Strategy. Without proper funding to renew neighbourhood centres, community centres are at risk of failing.

- ***City of Winnipeg Renovation grant funding support*** –continued support of the process improvements that may help streamline the grant application for community centres. The GCWCC's Facility Coordinator helps community centres applying for this grant by reviewing project plans, scope of work documents and grant applications.

- ***Recreation Program Partnership*** - Continue to work closely with the City of Winnipeg recreation service department to provide free Youth drop-in and Free Play programming for community centres. GCWCC also continues to form other programming partnerships while providing resources to ensure the Centres have the tools to program their facilities.

- ***Winnipeg Poverty Reduction Strategy*** – continue to work collaboratively with the City to build equitable, inclusive, and accessible services for low-income families. The Program Coordinator will review programming at community centres and help identify gaps and opportunities where low- or no-cost programming could be implemented with the support of community centre boards.

- ***Newcomer Strategy*** – In July 2023, GCWCC signed a Memorandum of Agreement with Canoo. This free app provides newcomers to Canada with complimentary VIP access to over 1,400 of the country's most exciting cultural and outdoor experiences. Canoo is expanding to Manitoba, and GCWCC will promote free programming through the app with the intent of connecting newcomers with community centres. Furthermore, the reinstated Program Coordinator aims to explore ways to introduce program opportunities for community centres to welcome newcomers to their facilities.

- ***Volunteer Recognition -*** Continue to promote and recognize volunteer commitment at community centres year-round, as a regular practice.

1.4 HIGHLIGHTS

Major Issues Facing GCWCC and Community Centres

"The community centre model has played an important role in Winnipeg for decades, but a combination of pressures, including limited resources, challenges with volunteer capacity, and changing community needs, requires that the model continues to adapt and evolve." Winnipeg Recreation Strategy.

Aging infrastructure and renovating *their community centres. Major renovation projects can take up to two years from the vision to completion. GCWCC will continue to advocate for additional capital funding to support required maintenance and upgrades for centres.*

Funding for Staff: *GCWCC faces the challenge of offering competitive wages and benefits to attract and retain staff. When a community centre board can hire staff, they often do so at minimum wage, which can make staff retention difficult. This places additional pressure on the Board of Directors volunteers, who are already working full-time, to recruit and train staff.*

Volunteers: *In 2018, the number of volunteers offering time at community centres was over 17,000; during the pandemic, that number drastically decreased to 5,576. The numbers recovered slightly by the end of 2024, with community centres reporting 8,210. As sports associations transition to online registration and management of youth sports, with little input at the community centre level, fewer volunteers are engaged with community centre boards. The preliminary findings of a 2023 survey paint a sobering picture of declining community engagement and the lasting impacts of the pandemic.*

"Tackling these challenges requires more than good intentions- it calls for meaningful public investment, policy innovation, and a renewed commitment to generosity. Canada has a longstanding culture of care and community spirit. To keep that tradition strong, we need governments, communities, the private sector and individuals to work together to strengthen the systems and foundations that support our charitable and non-profit sector." Blog volunteer.ca Volunteer Canada

Inflation - *Inflation continues to impact GCWCC and the community centres' operations, presenting challenges such as increased fuel costs, utilities, and overall increases in supplies and equipment, as well as wage hikes, which collectively affect overall operating expenses.*

Minimum Wage: *In October 2025, it will increase to $16.00 / hour. This increase may impact grant funds as community centres seek ways to subsidize operations. We have seen the impact of increased funding requests from the Programming Grant and the Janitorial Wage Subsidy grant.*

Financial Results & Requests for incremental budget amounts

The City of Winnipeg provides GCWCC with an annual operating grant, plus five (5) community centre funding grants for distribution to the 63 community centres, and one (1) that supports staffing for the Graffiti Control program.

Programming Grant: $395,932 funded 31 community centres in 2024. Plus, an additional $94,468 paid in Q1 of 2025 for programming ending December 2024.

Program Registration Subsidy Fee Grant: $62,553 was spent to support subsidy requests for 25 Community centres, helping 248 youth applications participate in Spring/Summer and Winter programming in 2024.

Janitorial Grant: $322,534 of the janitorial wage subsidy for 21 Community centres in 2024. At year-end, the Board approved a change to the processing of this grant. Starting in January 2025, centres were approved for flat funding split into two wage subsidy payments to the centres.

Athletic Field Maintenance (AFM): $379,00 funded 45 Community centres for the 2024 program year to maintain athletic fields.

AFM Equipment Grant: $30,000 was funded to support nine community centres for the 2024 program year, providing equipment for field maintenance.

Graffiti Control Funding: $20,000, from the Public Works Department, funds graffiti removal. The additional $12,000 was not approved for 2024, however in 2025 we were approved for $25,000 ($20,000 from Public Works, and $5,000 from Graffiti Partnership funding). It is a service, free for community centres and other buildings throughout the City.

Criminal Record Check Grant: In 2024, $2,020 was paid to four community centres.

Included with this report: Appendix 1, GCWCC Independent Auditors' Report 2024 Financial Statements and Appendix 3 2024 Annual Report – Including Grant Allocations.

1.5 INCREMENTAL FUNDING REQUESTS

Increase to Janitorial (Wage Subsidy) Funding

Janitorial Funding	2025 $396,621	**2026 $404,553**	2027 $404,553

GCWCC adjusted the Janitorial program fund in 2025 to streamline payments to the community centres for either a janitorial or caretaker position. GCWCC received a $50,000 increase for 2024, a 2% increase for 2025, and has requested an additional 2% increase for 2026.

Reset to the Graffiti Control Funding: in 2023 the Public Works Department contributed $20,000 and we received an additional $12,500 from the community grant program. Unfortunately, this additional funding was not approved in the 2024 -2027 budget, and in 2024 the funding for Green Team from the province was reduced in 2024 which meant the program was cut short in the summer. In 2025, Public Works contributed $25,000. To bring our program back to the 2023 level, **we're requesting $32,000 in total**.

New Programming Wage Funding

Funding of $250,000 annually, beginning in 2026, for a new GCWCC Programming/Wage Subsidy grant program to provide the ability for community centres to hire operational and programming staff in support of a transition from working boards to a governance board model.

One-Time Community Centre/GCWCC Legal Representation

The City of Winnipeg's Legal Services Department is only licensed to provide legal services and advice to its clients. The Plan 2045 administrative report requests a one-time increase to the GCWCC 2026 operating grant of $35,000 to retain external legal advice to support community centres during the development and execution of management agreements between the City of Winnipeg and each community centre.

1.6 CONCLUSION

With the support of the GCWCC Board of Directors and Community Services, the administration team at GCWCC has gained momentum and has provided enhanced communications and support to Community centres.

While the Winnipeg community centre model has undergone significant changes over the years, it remains unique in that it is the only model in Canada where volunteers are responsible for providing sport, recreation, and leisure services to their communities while managing the administration and maintenance of the community centre facilities and grounds. There is an increasing reliance on hiring qualified staff to manage the community centres, which in turn, report to a volunteer Board of Directors.

GCWCC will continue to be a central resource to community centre volunteers and their staff, offering services to help the centres meet the needs of their communities and accountability to the City of Winnipeg. Furthermore, GCWCC is currently in the process of hiring for the Coordinator position. This position's role is to help community centres promote programming and events.

Social and economic trends continue to impact community centres, in particular, the change in the number of volunteers willing or available to step in and succeed previous long-term volunteers. Aging infrastructure and the costs of repairs are an increasing issue, along with delays in project approvals and navigating the necessary rules, permits, and regulations. Community centres must continue to evolve and remain relevant to the needs of their community. The service model of the future must be collaborative and flexible to ensure long-term viability.

Specific priorities for 2026 will include a focus on improved governance, management agreements and accountability assessments as recommended in Plan 2045.

Refocusing on updates on the Accountability Manual, improving training opportunities by creating on-demand videos for volunteers to access. Amalgamation will continue to be an essential issue for community centres to address. With the support of GCWCC, the organization is also focusing on managed centres, slowly working to return these centres to a functioning governance board within their communities.

As community centres evolve, so must the General Council of Winnipeg Community Centres. The Board

of Directors understands the need for the community centre model to evolve and is instrumental in recommending change. The Board also recognizes the importance of partnership with the City of Winnipeg.

The GCWCC administration team is well-positioned to meet the mandate outlined in the Management Agreement and fulfill the expectations of community centres. We believe the future service model will need to be collaborative, inclusive, accessible, and welcoming to ensure long-term viability.

2.0 GCWCC 2026-2028 Business Plan

2.1 INTRODUCTION

History

GCWCC is an umbrella organization providing leadership and organizational support to individual community centres. The primary function is to act as a central resource for the City of Winnipeg's sixty-three community centres, operating in eighty-one locations, and to facilitate cooperation and communication among the community centres and the City administration.

Community centres are not staffed or operated directly by the City. Instead, they are governed and run as independently incorporated entities by a group of volunteers, with a Board of Directors elected by the local community they serve. Community centres are mandated to provide a broad range of recreational and leisure activities suited to the needs of the residents living within their catchment area. Community centres collaborate with the City and other service providers to offer enriching recreation opportunities for the community. Although many centres have paid staff, the commitment of over 8,200 volunteers (more than 17,000 in 2018) remains significant to the success of community centres.

GCWCC was formed in 1971 to provide a central council where community centre representatives could meet to discuss issues amongst themselves and the City administration. At that time, the thirteen autonomous municipalities and the City of Winnipeg amalgamated, and the community centres were organized into six district areas, each with a District Community Centre Board that would meet monthly to discuss common issues. In 1996, following the amalgamation of Charleswood and St. James, these district boards merged, reducing the number of districts from six to five. Each District Community Centre Board quickly identified that the services being offered to community centres by the respective municipalities varied in terms of financial assistance, programs, services, policies, standards, leadership and maintenance responsibilities.

> ***"Unique from other Canadian cities, the community centre model is arguably the City of Winnipeg's most significant partnership that supports community recreation services."***
>
> *Winnipeg Recreation Strategy May 2022, pg. 35*

GCWCC's roles and responsibilities expanded in 2005 with the City Council's adoption of the Recreation, Leisure, and Library Facilities (RLLF) Policy. The policy directed that the City of Winnipeg and GCWCC enter a Management Agreement to facilitate a strong and more sustainable community centre model.

On January 14, 2019, the City of Winnipeg and the General Council of Winnipeg Community Centres (GCWCC) entered into a 10-year Management Agreement that outlines the responsibilities between the GCWCC and the City of Winnipeg as they relate to the City's community centres.

The original intent was that GCWCC would enter into individual Management Agreements with all existing community centres within one year of signing the City of Winnipeg and GCWCC Management Agreement. However, in 2016, the Public Service advised that, rather than entering into agreements with GCWCC, the community centres would instead enter into individual Management Agreements with the City of Winnipeg.

The RLLF Policy mandated that GCWCC take a more substantial role in Community Centre capital projects and investments, making recommendations for new capital projects annually as part of the annual Business Plan. In 2006, GCWCC initiated its first district planning process, culminating in the "Plan for a Renewed and Vibrant Community Centre Movement." This document identified fifteen project proposals, four of which were approved (Bronx Park, Valour, Norberry-Glenlee, and Sinclair Park Community Centres).

In the fall of 2007, GCWCC initiated the process of long-term planning for the future direction of the City of Winnipeg's community centres. Plan 2025 charted the course for the evolution of the City of Winnipeg's community centre movement, ensuring it met the short- and long-term needs of current and future generations of the City's residents. GCWCC presented all three phases of Plan 2025 to the EPC in April 2009.

The new City of Winnipeg Recreation & Parks Strategies, approved in May 2022, provides long-term strategic plans to guide investments in and decisions on recreation and parks services and operations. The Winnipeg Community centres, while governed by volunteer boards, are an extension of the City of Winnipeg's recreation and leisure offerings for our residents. The Recreation strategy recommends that GCWCC update Plan2025 to Plan 2045.

In the spring of 2023, funding for the Plan 2045 project was provided to GCWCC, and as a result, the first phase of developing the scope and issuing the request for proposals was completed. HTFC Planning & Design partnered with GCWCC and kicked off the development of Plan 2045 in January 2024. The purpose of which is to provide strategies and actions to ensure Winnipeg's community centre model is inclusive, sustainable and responsive to the communities it serves. At the time of writing this business plan, the report was before the Executive Policy Committee for the July 8, 2025, meeting.

The full report is available on the GCWCC website here.

GCWCC Strategic Plan

Now that Plan 2045 is complete, GCWCC is working on the next Strategic Plan for 2026-2028, leveraging the short-term goals for the community centre model. The organization will build upon the statements from the previous strategic Plan and will incorporate recommendations from Plan 2045.

Vision Statement

To lead and guide Winnipeg's unique volunteer-based Community Centre model into a strong and vibrant future.

Mission Statement

GCWCC provides leadership and guidance to volunteers to help them develop and sustain community centres for all citizens of Winnipeg.

GCWCC Principles & Value Statements:

- **Volunteers:** We recognize and celebrate the value of volunteers.
- **Service**: Our focus is on providing exceptional service and operating collaboratively and respectfully.
- **Accountable:** We are responsible to our stakeholders, which include community centre membership, funding bodies, the City of Winnipeg, and its residents through transparent, flexible, and open operations.
- **Diversity, Equity and Inclusiveness:** We recognize that Winnipeg is a diverse and multicultural City, and we believe that all citizens should have access to inclusive and safe programs and services.

Strategic Goals:

Communication

- To provide open and transparent communications with all stakeholders, the membership, funding bodies, the City of Winnipeg, and its residents.

Advocacy/Public Affairs

- To promote and support the community centre model with stakeholders.

Governance

- To review and strengthen GCWCC governance and community centre governance.

Winnipeg Recreation Strategy

The Winnipeg Recreation Strategy provides direction to help prioritize and distribute resources to achieve a more equitable, resilient, and sustainable recreation system. It encourages partnerships between the City, community centres and other community groups to respond to opportunities and community needs.

> ***"As it's fully implemented over the next 25 years, the Strategy will have a significant and positive impact on all areas of Winnipeg."*** *Winnipeg Recreation Strategy, pg. 123*

GCWCC management and the Board of Directors recognize that the General Council of Winnipeg Community Centres will play a key partnership role in implementing the strategy, and that shifting demographics, diverse community needs, and the reduced number of volunteers will require a renewed approach. The update from Plan 2025 to Plan 2045 will help guide and identify capacity-

building strategies, assisting centres in meeting the strategic goal of providing welcoming, inclusive, and supportive environments.

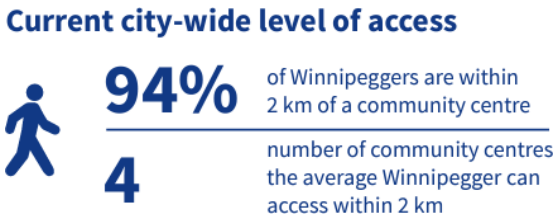


FIGURE 1 FROM WINNIPEG RECREATION STRATEGY DOCUMENT

The Winnipeg Recreation Strategy provides clear direction on service level targets for all recreation facilities, including community centres, and provides a framework for future work on Plan 2025.

For reference, see page 86 of the Winnipeg Recreation Strategy here.

2.2 GCWCC MANAGEMENT AGREEMENT

On January 14, 2019, the City of Winnipeg and the General Council of Winnipeg Community Centres (GCWCC) entered into a 10-year Management Agreement that outlines the responsibilities between the GCWCC and the City of Winnipeg as they relate to the City of Winnipeg community Centres.

Components of the GCWCC 2019 Management Agreement

The 2019 Management Agreement identified the following components as responsibilities of the GCWCC:

General:

- Work collaboratively with the City of Winnipeg to find solutions to unresolved issues within the parameters of existing city policies and documents, maximizing opportunities.

Governing Legislation, By-laws, Policy & Administrative Directives:

- Where possible, communicate the intent of all Federal, Provincial and Municipal legislation as it relates to the operation of community centres.
- Review community centre constitutions and assist with by-law / constitutional matters to ensure community centres follow the standardized community centre constitution.
- Retain professional services for the interpretation of by-law / constitutional matters.
- Update the Workplace Safety and Health Manual and provide it to community centres.

Governance:

- Operate through District boundaries that match the City's Community Committee boundaries.

- Report to Council through the Executive Policy Committee.
- A Board of Directors will govern GCWCC.
- Ensure program delivery occurs as per the UFF Responsibilities document, providing aid where needed.

Financial / Operational Performance:

- Agree to the terms and conditions of the community centres' Standardized Reporting.
- In conjunction with the City, work with community centres to resolve any operational or financial issues.
- To assist or lead training to community centres as outlined in the Accountability Manual.
- Assist in providing day-to-day administrative support to community centres and collaborate with the City to optimize the support given to the Centres.

Process for Sustaining Community Centres

- Assist or provide orientation sessions to community centres.
- Work closely with community centre representatives to support and sustain community centre volunteer boards or provide programming and services to area residents.
- Where required, assume responsibility for and manage community centres within its mandate when a centre cannot sustain a volunteer board and programming.
- Using the community centre's financial resources, if available and UFF funding to provide programming to meet the operating needs of the community and facilities/grounds operations.
- In consultation with the respective Community Centre District and the Public Service, make recommendations to EPC regarding the future management of these Centres.

District Planning Process

- Lead and review the District Planning Process, which will propose the infrastructure required to support programming. District Plans are to be submitted to EPC for consideration.
- In 2023, lead the Plan 2025 review and update to Plan 2045. Completed 2025.

Grant Funding Opportunities

- Administer grants provided by the City.
- Assist with the City authorization of non-City infrastructure grants.
- GCWCC shall share with the City all relevant information regarding funding applications being made by community centres and Community Recreation and Leisure Centres that GCWCC governs.

Reinvestment Strategy

- Within the Council-approved policy, set priorities for new infrastructure decisions, considering relevant considerations. Commit to stakeholder public engagement where required.

Programming Roles & Responsibilities

- Monitor and review community centre program reports.
- When a community centre is not meeting program hours as defined in the UFF, work collaboratively with the City to help the centre meet its targets by engaging with the community centres.

Commitment to Stakeholder Public Engagement

- Moving toward more contemporary and sustainable facilities is a challenge the community and the City share. Ideas and opportunities generated by the community will be vital to finding workable solutions.
- Ensure stakeholder engagement is inclusive and representative when decisions are made regarding City of Winnipeg community centres.
- Seek meaningful, timely input from a full range of community stakeholders and members of the public as required.
- Provide opportunities for communities to participate in the process and contribute to the solutions.
- Agrees that stakeholder engagement processes involving the reconfiguration and optimization of the community centre space will be part of the leadership mandate of GCWCC.
- To provide opportunities for communities to become involved in identifying opportunities and workable solutions.

UFF Responsibilities Document/Accountability Manual

- Review the UFF Responsibilities Document. Note: the last UFF 10-year agreement was reviewed and approved in 2019.
- Agrees to the terms, conditions, principles, and guidelines contained in the Accountability Manual.
- Collaborates with various stakeholders to ensure the Accountability Manual is relevant and up to date.
- Notifies Community centres of changes to the Accountability Manual.
- Ensure that Community centres have purchased Workers' Compensation Coverage.
- GCWCC will adhere to confidentiality protocols.

Facility Renovations/ Redevelopment/Expansion

- Work with the City and Community centres on all Community Centre facility renovations, redevelopment, and expansion projects.

Deliverables and Status Update

GCWCC collaborates with the City of Winnipeg's Community Services department, Parks & Open Space, Public Works, Insurance and Risk, City Councillors, and other stakeholders to help resolve issues and maximize opportunities for community centres within the City. GCWC will continue to help guide centres and ensure that they follow existing City policy and requirements.

Governance:

The GCWCC Board reviewed and updated three key board policies in June 2025, which are reviewed annually and with new board members. Additionally, the Board of Directors appoints an Audit & Finance committee to provide oversight of financial items for GCWCC, which meets twice a year. In conjunction with Plan 2045, the Board of Directors has committed to reviewing the current standardized by-laws and constitution for Community centres, as well as for the GCWCC Board.

Financial/Operational Performance: GCWCC supports community centres in ensuring they follow standardized reporting practices.

Each year, all community centres receive a copy of their Director and Officer Liability insurance along with details about insurance for centres.

Notably, October 2022 marked the first of three planned minimum wage hikes. The first increase was $1.55, followed by a 0.65-cent hike in April 2023 and then to $15.30 in October 2023. There is another planned increase in October 2025, which will raise the minimum wage to $16.00. These increases impact the Community Centre's ability to hire and retain long-term staff, as the UFF funding is intended for first-line maintenance and utilities. Wages, on the other hand, are funded via rentals and other funds generated by the centres.

SUSTAINING COMMUNITY CENTRES

Communications: Expanded the bi-weekly community centre newsletter, *New This Week*, includes updates on grant opportunities, meaningful program opportunities, deadlines, and accountability information. This helpful update has provided centres with regular, trusted communication supporting their operations.

In 2024, GCWCC participated in and facilitated several meetings with various groups throughout the year. GCWCC's Annual General Meeting was held on April 13, 2024, with a presentation on the recruitment and retention of volunteers, concluding with a Plan 2045 workshop.

Program Roles & Responsibilities: Twice a year, community centres are required to provide an updated program profile to GCWCC. The information is reviewed and then added to the GCWCC website, where residents can search by location or by programs of interest. This is an opportunity to review programming opportunities.

GCWCC continued its partnership with the City of Winnipeg's recreation department to offer the Free Play program and Youth Action program at sixteen (16) community centres.

Managed Centres: The year began with six GCWCC-managed centres (third model). Throughout 2024, the Maples Recreation Association was under the management oversight of GCWCC. However, on June 4, 2024, an Annual General Meeting was held, and a new board of directors was acclaimed. Our office is committed to attending the board meetings for an additional year, until the May 2025 AGM, when the Board will have complete governance oversight of the centre.

The other five centres currently managed by GCWCC are Weston Memorial, Norquay, Northwood, East

Elmwood, and Chalmers Community centres. These centres are independently incorporated and governed with a volunteer Steering Committee that meets quarterly. The Steering Committees are comprised of members from GCWCC, Community Services, community volunteers, and the community centre manager.

Volunteer Recognition: GCWCC acknowledges the importance of recognizing the work of volunteers who provide an average of one million volunteer hours annually. As such, every November, GCWCC hosts the popular Above and Beyond Banquet, an opportunity to formally honour outstanding Community Centre volunteers and past presidents. In 2024, the banquet was held at the Garden City Community Centre, where we celebrated 19 volunteers and three past presidents.

Universal Funding Formula: The last UFF and Responsibilities Document were approved in December 2019 for implementation in 2020. This is a ten-year agreement, scheduled to be revisited in 2029. It can be found at the following link.

Workers' Compensation: GCWCC reviews the status annually and ensures community centres are up to date with their coverage.

Workplace Safety and Health Manual: The manual is available on the GCWCC website and is reviewed annually. GCWCC is a member of the S2S Safety Association and continues to share Safe Work Manitoba information for community centres.

The team at GCWCC is committed to providing timely support and service to the community Centre volunteers and staff. Ensuring they receive the necessary resources to perform their responsibilities to the best of their ability.

2.3 GCWCC PLAN 2045

In May 2022, the City Council approved the Winnipeg Recreation Strategy (WRS), which includes the recommendation to review and update Plan 2025 to Plan 2045. At the time of preparing this Business Plan, GCWCC is well underway with Plan 2045, working with HTFC Planning & Design.

View the Winnipeg Recreation Strategy here.

Background Plan 2025

Plan 2025 was the most ambitious planning exercise ever undertaken by the GCWCC and its member community centres. Plan 2025, at the time, addressed outcomes of the RLLF Policy – to empower the community to reconfigure the 'City's recreation, leisure and library facilities in a way that is more responsive to the local community and its needs while maintaining the guiding principles of the RLLF Policy. Plan 2025 utilized a grassroots planning approach, involving extensive consultation with

Community Centre volunteers shared their knowledge and expertise to develop strategies to strengthen and enhance the community centre model.

The purpose of Plan 2025 was to develop a long-term (2005-2025) strategy for the future direction of the community centre movement in the City of Winnipeg. Based on the principle that people drive programs and programs drive facilities, the Plan focuses on all three components: **people, programs, and facilities**.

The city budget recommended a commitment of $300,000 to GCWCC in 2022 for Plan 2045. The Winnipeg Recreation Strategy, in conjunction with Plan 2045, will provide the parameters for advancing community centre projects.

The first portion of the funding for Plan 2045 was released in Spring 2023, and GCWCC hired HTFC Planning & Design consultants to help scope and prepare the request for proposal. The project was awarded in December 2023, and a full engagement project started in January 2024.

Plan 2045 is intended to guide actions, direction and resource allocation of GCWCC and the City over the next 20 years. It includes an implementation plan, with the recommended actions categorized into four strategic goals represented as follows:

1. Improved Governance
2. Supported Volunteers
3. Responsive Programming
4. Contemporary and Maintained Facilities

The implementation plan includes short-, medium-, and long-term timelines, with the intention of rolling it out in phases that align with the City's multi-year budget cycle. As new opportunities and challenges arise over time, GCWCC will report back to the Executive Policy Committee on the progress of Plan 2045, with requests for future funding defined as each phase is executed, to ensure it remains current and relevant in meeting community needs.

The following are the phases and reporting periods for the Plan:

Phase 1: 2025 through 2027, with a report to EPC in 2027 to inform the 2028-2031 Budget
Phase 2: 2028-2031, with a report to EPC in 2031 to inform the 2032-2035 Budget
Phase 3: 2032-2035, with a report to EPC in 2035 to inform the 2036-2040 Budget
Phase 4: 2036-2040, with a report to EPC in 2040 to inform the 2041-2045 Budget

2.4 GCWCC ONGOING RESPONSIBILITIES

Accountability

The City of Winnipeg provides GCWCC with an operating grant, as well as five community centre funding grants, for distribution to the 63 community centres. These grants include the Community Centre Programming Grant, Registration Fee Subsidy, Janitorial Grant, Athletic Field Maintenance Grant, and Athletic Field Maintenance Equipment Grant. These grants are administered to the community centres by GCWCC based on applications received from the individual community centres throughout the year.

An accredited accountant in the Province of Manitoba prepares Annual Audited Statements. The Annual Audited Statements are approved by the GCWCC Board of Directors and presented to the GCWCC membership at the Annual General Meeting held in April.

Operating Grant

The City of Winnipeg provides GCWCC with an operating grant for the day-to-day operational and

staffing costs of the organization. Financial statements are presented to the GCWCC Board members for approval at the GCWCC Board meetings.

Please see Appendix 1 for the GCWCC Independent Auditors' Report 2024 Financial Statements and Appendix 2 for the GCWCC Projected Budget.

GCWCC continues to promote and assist community centres with grant applications.

Below are the other funds that GCWCC receives from the City of Winnipeg to support community centres**.**

Programming Fund Grant

GCWCC will support community centres in finding innovative sports and leisure programs that meet the needs of residents in their catchment area.

Community centres offer sports and leisure programs that are relevant to the changing demographics. GCWCC supports community centres in identifying programs, establishing partnerships, and creating opportunities. To improve and expand support for community centres, GCWCC intends to reinstate a dedicated Program Coordinator.

GCWCC is responsible for administering the Community Centre Programming Grant, which provides funding assistance to ensure that all Centres can offer sustainable programs for their area residents. Eligible costs include staffing wages and benefits, staff and volunteer training, supplies and materials, equipment, and transportation. The Programming Grant application is available on the GCWCC website and is accepted on an ongoing basis.

In 2012, the Programming Grant doubled from $235,000 to $470,000 annually.

In 2024, the GCWCC received $470,000 in funding from the City of Winnipeg to support the programming and recreation initiatives of community centres. A total of $385,932 was allocated across 63 centres. An additional $94,468 was paid in Q1 2025 for programs completed at year-end.

Community Centre Program Registration Fee Subsidy Fund Grant

GCWCC streamlined the application process to ensure that anyone participating in community centre programs can easily apply and receive financial assistance.

GCWCC administers the Community Centre Program Registration Fee Subsidy to support low-income families with the rising costs of sports and recreational programs at community centres. As of 2020, the City is the sole funder of this program.

GCWCC provides the funding to community centres that process applications and submit them to our office.

$62,553 was paid to 248 applicants registered for programming in 2024

Community Centre Janitorial Program

GCWCC will continue to support community centres that need a wage subsidy for their support

staff.

In 2008, following the elimination of the City of Winnipeg's Community Service Worker Project, GCWCC was requested to administer the Community Centre Janitorial Grant Program. The 2024 multi-year budget approved $388,844 annually from the City for this program. As the Community Centre's operating grant does not cover staff wages, this grant is invaluable for centres that may not otherwise have the financial resources to cover wages. This grant is available to all community centres through a grant application, which is accessible on the GCWCC website.

For 2025, GCWCC is making this fund a more flexible option for centres to apply for wage subsidies for support roles other than Janitorial. Due to the increased demand for wage support, GCWCC requested and received a $50,000 increase in 2024 and is requesting a 2% increase in 2026.

$322,534 was distributed to 21 community centres in 2024.

Athletic Field Maintenance Grant (AFM)

GCWCC will continue to work in partnership with the City to ensure the Athletic Field Maintenance Grant and AFM Equipment Grants are supportive.

On November 19, 1997, the City Council approved revisions to the Fees and Charges Policy, which states that all revenues generated from the City's athletic fields are to be provided to the General Council of Winnipeg Community Centres for distribution to community centres in recognition of the work performed on the fields allocated to their centre**.** GCWCC provides the administrative services for this grant. Applications are distributed to all community centres on an annual basis. Completed forms are submitted to the GCWCC for processing and then forwarded to the City of Winnipeg Parks & Open Space. GCWCC receives funding on a semi-annual basis and then forwards the funds to the participating Centres. Funding is provided to the participating community centres on June 30 (70%) and September 30 (30%).

In 2022, the community centres that access AFM funding to maintain fields requested an increase in funding due to the increased cost of fuel and staff wages.

With the support of Parks & Open Spaces, GCWCC requests $390,600.

A total of $379,000 was paid to 45 community centres to help maintain 366 fields in 2024.

Athletic Field Maintenance Equipment Grant

In 2018, the City of Winnipeg funded Athletic Field Maintenance Equipment costs to assist community centres in maintaining off-site fields through the Athletic Field Sweat Equity Maintenance Program. The grant of $30,000 supports the purchase or rental of trailers, the rental of trucks, the purchase of straps, plus mileage. At the onset of this program, GCWCC facilitated a bulk purchasing option for trailers, which many community centres took advantage of. GCWCC continues to provide the administrative services for this grant. This fund was previously part of the Community Grant Fund.

A total of $30,000 was paid to 9 community centres for the 2024 program year.

Graffiti Control Program

The Graffiti Control Program funding support is to restore funding back to $**32,000.** GCWCC applies for Green Team Provincial Funding to help with Graffiti removal during the Summer months, working collaboratively with Public Works.

Criminal Record Check Refund Grant

Community Centre volunteers and staff must often undergo Criminal Record checks before commencing their duties. The cost of the Criminal Record Check can place a financial burden on the community centres. In 2020, the Mayor's Office directed the City to enter into a grant agreement with GCWCC for two years. During that time, GCWCC would receive $50,000 per year to offset the costs of Criminal Record Checks for community centres. GCWCC collaborated with the City to develop a grant application that would enable funding of up to 15 Criminal Record Checks per year for each community centre. The application is posted on the GCWCC website.

2021 was the first year that community centres could apply for these funds, but provincial restrictions continued to be in place. Many Centres did not reopen to programming until September 2022. We believe this impacted the number of applications.

In 2024, $2,020 was paid to four community centres.

GCWCC will continue to promote the Criminal Record Check Refund Grant to ensure optimal use by community centres.

For complete details of the grant programs, please refer to Appendix 3 of the 2024 Annual Report, Including Grant Allocations.

2.5 HUMAN RESOURCE PLANNING - ORGANIZATIONAL STRUCTURE

Organizational Chart

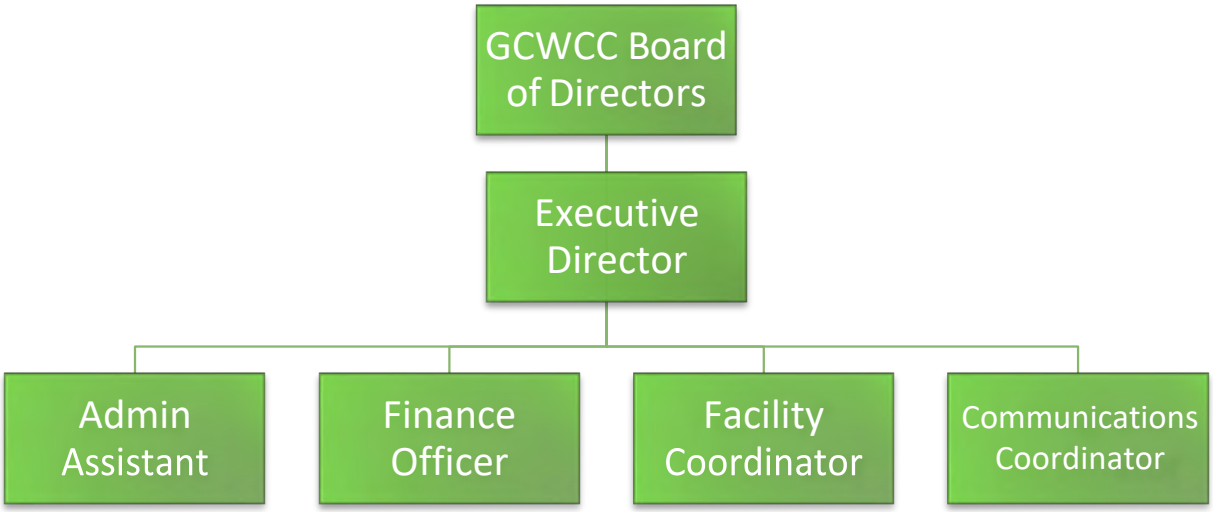
Under its roles and responsibilities as outlined in the Management Agreement with the City of Winnipeg, GCWCC is committed to consulting with its membership, the City of Winnipeg Administration, and City Council. GCWCC reports to the City Council through the Executive Policy Committee.

GCWCC continues to work closely with the City of Winnipeg Community Services Department to ensure that individual community centres adhere to all City policies and procedures.

The GCWCC membership comprises sixty-three (63) community centres, which, in turn, sit on five (5) District Boards. The individual District Boards meet up to ten (10) months of the year. The objective of these meetings is to provide a central forum for discussion of common concerns and successes. An appointed representative from each of the five districts sits on the GCWCC Board of Directors. The GCWCC Board also meets ten times a year.

The GCWCC Executive Director currently supports the GCWCC Board. The current four employees report to the Executive Director, along with the managers from the five managed community centres.

In 2024, GCWCC hired a new role, Communication Coordinator. This position has enhanced our ability



to support community centre volunteers with relevant and timely news, thereby improving our reach to residents. The addition will help redistribute responsibilities, facilitate cross-training of tasks, and support succession planning, thereby strengthening the support for community centres. Please refer to the organizational chart below.

Board of Directors Structure

The GCWCC is an incorporated, not-for-profit organization governed by an Executive Committee and Representative Board. The GCWCC Board is comprised of the following:

Executive Committee – Elected

- The Past-President, the duly elected President, First Vice President, Second Vice President
- The GCWCC Executive Director (ex-officio)

Representative Board – Appointed

- One appointed representative from each of the five district Community Centre Boards
- Up to a maximum of three Members-at-Large as appointed by the Board of Directors

City of Winnipeg Appointees

- Three EPC-appointed community representatives
- One Community Services Liaison (ex-officio) – appointed by Community Services

GCWCC Staffing Component

The Board of GCWCC is currently supported by three full-time staff, one position at 30 hours, and one part-time staff member:

- Executive Director; full-time
- Facility Coordinator; full-time
- Finance Officer; 30 hours per week
- Administrative Assistant; 20 hours per week
- Communications Coordinator; 30 hours per week.

2.6 CURRENT/FUTURE CHALLENGES

Demographics, Economic, Social and Cultural Factors

Volunteers: In 2018, the number of volunteers offering their time at community centres was over 17,000; however, during the pandemic, that number drastically decreased to 5,576. The numbers increased by the end of 2024, with community centres reporting 8,210.

Inflation: This continues to impact GCWCC and the community centres' operations, presenting challenges such as increased fuel costs, utilities, and overall increases in supplies and equipment, as well as wages, which affect overall operating expenses.

"The Bank projects that inflation will stay around 3% into the second quarter of 2024, ease below 2.5% in the second half of the year and return to target in 2025." Bank of Canada Monetary Policy Report

Hiring Challenges: Community centres are struggling to find employees willing to take on minimum-wage roles. This added pressure to full-time staff and volunteers, many of whom are already working full-time.

Minimum Wage: The continued increase in the minimum wage, from October to $16.00 per hour, will impact the Janitorial Grant funding, which once supported twenty-eight community centres. As minimum wage increases so too does the demand for support for programming wages and Janitorial wages. Increases to wages mean increases to rental fees, program fees, or membership fees. Without these fees, community centres will find it difficult to operate.

Winnipeg's aging population: The GCWCC continues to connect with active aging (seniors) organizations to encourage community centres to address the needs of all ages. Active living programming offered at community centres, as well as any gaps or opportunities, should be reviewed and addressed.

As outlined in the **Winnipeg Poverty Reduction Strategy**, one in eight Winnipeggers lives in poverty. Almost one in five children lives in poverty. Community centres, whether on their own or in partnership with the community, offer a diverse range of free programming. They are also the front-line administrators of the **Program Registration Fee Subsidy**. GCWCC will continue to work with the City to promote free and accessible programs at community centres serving areas of high need.

Information Technology

IT Security: Cybersecurity, the practice of protecting technology systems, is a critical practice that many community centres either lack or have not considered for their data and computer systems. A new IT Infrastructure was implemented in August 2022, providing unlimited day-to-day technical support, proactive systems management and optimization, and fast, practical support. This has helped reduce the risk of GCWCC from potential threats.

Website: In 2018, GCWCC launched an updated website that provides key contact information, programming details, and information for all 63 community centres. Additionally, the website provides leadership and accountability information for Community Centre volunteers. It has become a hub of information. Recently, with the launch of the GCWCC New This Week newsletter, the issues are posted

for centres to review.

Social Media: In 2024, we enhanced digital outreach by establishing a LinkedIn account and a Twitter account and updated and improved our Google My Business Account. The addition of these three tools has improved the General Council's search results. We plan to introduce Facebook and Instagram accounts to connect with more centres, many of which primarily use these platforms to communicate with their audience.

On-Demand Training Videos: GCWCC begin offering Lunch & Learn short training Zoom webinars for the volunteers. Currently, board training is conducted in person and lasts up to two hours. With the ever-increasing demand for community centre volunteers, the intent is to create and collect a library of bite-sized digital resources for community centres.

GCWCC will continue to create updated training and support using online videos.

Trends & Challenges

Aging Infrastructure and Renovation Projects: The Community Centre Board of Directors is responsible for maintaining its community centres. Major renovation projects can take up to two years from the idea to completion. There are many steps that community centres must take before applying for the Community Centre Renovation Grant through GCWCC to the City of Winnipeg. Despite many successful projects, once funding is announced, completing the projects is cumbersome, a much larger job for community centre volunteers and staff to navigate. The delays in project sign-off approvals, permitting, materials, and funding have caused challenges for volunteers in improving the City-owned community centres.

When major infrastructure failures profoundly impact the centre's ability to operate, such as a central sewer pipe failing under a community centre, limited funds are available to address the increasing major repairs, noted as a City of Winnipeg responsibility in the Universal Funding Formula. Centres find it challenging to navigate delays, slow approvals, and determine who is responsible for funding the repairs.

Limited Volunteers: With competing priorities, families are finding fewer hours available for volunteering. One trend over the past number of years is the shrinking community centre volunteer base - a trend that the shutdowns necessitated by health restrictions have exacerbated. Increasingly, community centres are relying on paid staff to manage the day-to-day operations of their facilities. GCWCC will continue to support community centre volunteers and staff with training materials, orientations for Boards and Managers, and follow-up with new presidents.

Sports Associations Move Away from Community Centre Registration: This trend has been ongoing over the last five years, as traditional sports associations have transitioned to centralized registration. Many of them have either removed the need for sports convenors or increased the demands on the community centre sports convenor volunteer. Centres are finding it challenging to recruit and retain volunteers for these positions.

"In 2008, 46 percent of Winnipeggers volunteered with a community organization. By 2013, that number had dropped to 38 percent, below the national average rate of 44 percent." Winnipeg Recreation Strategy, pg. 49

In response, some community centres are relying on staff to perform duties that volunteers previously held. In some cases, community centres have forgone the sports teams altogether, choosing instead to find replacement programs. And others have started to create their own grassroots sports programs; more recently, mini-soccer has transitioned to a 'house-league' format. Community centres and the District Boards have asked GCWCC to participate in exploring programming opportunities that are specific to the grassroots program's centres.

Competition

GCWCC is a non-profit organization and faces competition in several ways, one of which is the recruitment and retention of employees.

Community centres are also facing increased competition for sponsorships, employee retention, hiring challenges, as well as rental competition from other nearby businesses, such as hotels, banquet halls, and other City of Winnipeg facilities.

Risk Assessment – Risk Profile

To be further explored with the Board of Directors in 2024.

Strengths and Challenges

In 2022, the Board approved extending the previous Strategic Plan until the work on Plan 2045 is completed, as that plan will inform the next Strategic Plan for the General Council of Winnipeg community centres. Work on the next strategic plan is scheduled to begin in August 2025.

Strengths	Weaknesses
• Knowledgeable staff • Leadership • Liaison between City & Community centres • Governance support & coaching • Strong Communication between the Council, Community Centre, and Community Services • Volunteer Board • Funding opportunities • Customer Service • Communications	• Lack of enforcement • Advocate for but cannot drive the political process. • Long-term planning suffers due to short-term crises. • Funding shortages • Transfer of knowledge to new Board members • Low awareness of the Community Centre model

Opportunities	Challenges
• Tri-level government changes • Mentorship: providing tools (technology) • Partnering with other organizations • Improvements to the website • Additional funding options • Define roles of sport – who does what between Community centres and Sports Associations. • Evolution of centres - Amalgamations • Improve communication & advocacy. • Succession Planning	• Government changes • Sport Association changes. • Community Centre board changes • Communication gaps • Education/training constraints • Shrinking volunteer base • Inflation, supply chain issues • Funding • Minimum Wage increases • Insurance needs and costs

2.7 GCWCC 2026-2028 Priority Action Plan

Key Goals and Strategies

GCWCC will continue to address its core responsibilities as outlined in the Management Agreement. In addition to the goals identified in the Strategic Plan 2022-2024, GCWCC has identified the following key objectives:

Communication - To provide open and transparent communications with all stakeholders, the membership, funding bodies, the City of Winnipeg, and its residents.

Advocacy/Public Affairs - To promote and support the Community Centre model with stakeholders.

Governance - To review and strengthen GCWCC governance and community centre governance.

GCWCC will continue to address its core responsibilities as outlined in the Management Agreement. The key focus through 2026-2028 includes the following key objectives:

- ***Plan 2045*** *– the purpose of the Plan is to provide strategies and actions to ensure Winnipeg's community centre model is inclusive, sustainable and responsive to the communities it serves, with a focus on People – Programs – Places. There is still work to be done, which will include reviewing the outdated governance structure, addressing challenges with volunteerism, and creating a streamlined accountability assessment for centres.*

  Further development on the first phase of the recommendations, which includes improved governance, working with the Community Centre division on management agreements with community centres, along with establishing a clear process for the accountability assessments. These three items will be reported on to the Executive Policy Committee in June 2027.

- ***Governance Review*** - *The GCWCC reviews and updates* Board policies each September. In 2025/26, the standardized constitution and by-laws are scheduled to be reviewed and updated for GCWCC. At the 2026 AGM, GCWCC will establish and present a new bylaw document to the membership, along with recommendations for the structure of the five district boards. GCWCC is committed to creating a Diversity, Equity, and Inclusion policy for its Board and then sharing, implementing, and providing training for Centres.

- ***Communications***. – *The Communications Coordinator* role was filled in August 2024 and has become an integral part of our team. In 2025, GCWCC is working to enhance the accessibility of the website and improve the ability to update and edit content.

- ***Management Agreements*** - In consultation with the City of Winnipeg Public Service (WPS), GCWCC will assist in developing Management Agreements between the City and the community centres.

- ***Community Centre/GCWCC Legal Representation*** – With the advancement of agreements between the City of Winnipeg and individual community centres, GCWCC has requested a one-time grant of $35,000 to support centres in reviewing documents with legal assistance.

- ***Review Funding for Community Centres*** – *The* GCWCC Board is committed to reviewing the funding process for community centres and the requirements during the application process. The review intends to simplify the application process and reduce the workload for volunteers. As well, a review will look at the following two funds:

    - Improved access to the Janitorial Wage Subsidy program.
    - Group application process for centre day camps, group sports
    - Program Wage Subsidy, a new grant to support programming staff at centres.

- ***Advocate for the Re-establishment of the Community Centre Investment Fund.*** - GCWCC will support and advocate for the re-establishment of CCIF as outlined in the Winnipeg Recreation Strategy. Without capital funding, community centres are at risk of failing due to a lack of proper funding to renew neighbourhood centres.

- ***City of Winnipeg Renovation grant funding support*** –continued support of the process improvements that may help streamline the grant application for community centres. The GCWCC's Facility Coordinator helps community centres applying for this grant by reviewing project plans, scope of work documents and grant applications.

- ***Recreation Program Partnership*** - Continue to work closely with the City of Winnipeg recreation service department to provide free Youth drop-in and Free Play programming for community centres. GCWCC also continues to form other programming partnerships while providing resources to ensure the Centres have the tools to program their facilities.

- ***Winnipeg Poverty Reduction Strategy*** – continue to work collaboratively with the City to build equitable, inclusive, and accessible services for low-income families. The Program Coordinator will review programming at community centres and help identify gaps and opportunities where low- or no-cost programming could be implemented with the support of

Community Centre Boards.

- ***Newcomer Strategy*** – In July 2023, GCWCC signed a Memorandum of Agreement with Canoo. This free app provides newcomers to Canada with complimentary VIP access to over 1,400 of the country's most exciting cultural and outdoor experiences. Canoo is expanding to Manitoba, and GCWCC will promote free programming through the app with the intent of connecting newcomers with community centres. Furthermore, the reinstated Program Coordinator aims to explore ways to introduce program opportunities for community centres to welcome newcomers to their facilities.

- ***Volunteer Recognition*****:** Continue to promote and recognize volunteer commitment at community centres year-round, as a regular practice.

Specific Recommendations and timetable for completion

Specific priorities for 2026 will include a focus on improved governance, management agreements and accountability assessments as recommended in Plan 2045. GCWCC will report back to the Executive Policy Committee in June 2027.

Prior Year Accomplishments

The following list summarizes some of the past year's accomplishments:

- **Plan 2045**: The launch of the project began in January 2024, and the first draft was available at the end of the year. Adjustments were made and reviewed, and the report was submitted for final review in March 2025. It was then moved to the Executive Policy Committee on July 8, 2025, where it was adopted and recommended for council's approval.

- **Managed Centres**: In June 2024, GCWCC returned governance responsibilities of Maples Recreation Association to a board of directors, which included a GCWCC representative. The Board will assume full responsibility at the May 2025 Annual General Meeting.

- **Janitorial Wage Subsidy changes**: With the support of the Board, this funding program was overhauled, and now, rather than GCWCC hiring and processing payroll for janitorial staff at centres, the centres have taken over that responsibility. The centre receives two funding payments, one in the spring and one in early fall. This allows the centres the flexibility to hire as required, add additional duties, and top up wages as they see fit.

- **Community centres Renovation Grant Process Improvements:** With the support of the Board of directors and the district committees, GCWCC advocated for process improvements to the CCRGP funding. The grant will now have one annual intake. In 2025, the intake will be in the fall; however, as we progress, it will be in February each year.

- **Communications –** The Communications Coordinator role was filled in August 2024 and has become an integral part of our team. We've achieved improved exposure, increased website traffic, and established new social media resources.

2.8 Current Year Plan

Covered within the body of the GCWCC Business Plan

Proposed for the next three years-

Covered within the body of the GCWCC Business Plan

Policies and Procedures

The GCWCC Board of Directors updated the Code of Conduct, Confidentiality, and Conflict of Interest policies in September 2022. The Board reviews these policies annually or as new members join.

A new Audit & Finance Committee was formed in the Fall of 2022 and now meets twice a year, in the Spring and Fall, providing recommendations to the Board and adding additional oversight to the financials.

Employee Handbook, which includes internal controls and policies, was launched in December 2022.

IT infrastructure was implemented in August 2022, providing unlimited day-to-day technical support, proactive systems management and optimization, and fast, practical support. We continually review our services to ensure that we offer a secure network, layering additional security elements into our infrastructure.

The Purchasing Policy was introduced in September 2024 and is scheduled to be reviewed every two years.

2.9 CONCLUSION

With the support of the GCWCC Board of Directors and Community Services, the administration team at GCWCC has gained momentum, providing enhanced communication and support to community centres.

While the Winnipeg Community Centre model has seen significant changes over the years, it remains unique in that it is the only model in Canada where volunteers are responsible for providing sport, recreation, and leisure services for their communities while managing the administration and maintenance of the Community Centre facilities and grounds. There is an increasing reliance on hiring qualified staff to manage community centres, who in turn report to a volunteer Board of Directors.

GCWCC will continue to be a central resource to community centre volunteers and their staff, offering services to help the centres meet the needs of their communities and accountability to the City of Winnipeg. Furthermore, GCWCC is currently in the process of hiring for the Coordinator position. This position's role is to help community centres promote programming and events.

Social and economic trends continue to impact community centres, in particular, the change in the number of volunteers willing or available to step in and succeed previous long-term volunteers. Aging infrastructure and the costs of repairs are an increasing issue, along with delays in project approvals and navigating the necessary rules, permits, and regulations. Community centres must

continue to evolve and remain relevant to the needs of their community. The service model of the future must be collaborative and flexible to ensure long-term viability.

Specific priorities for 2026 will include a focus on improved governance, management agreements and accountability assessments as recommended in Plan 2045.

Refocusing on updates on the Accountability Manual, improving training opportunities by creating on-demand videos for volunteers to access. Amalgamation will continue to be an essential issue for community centres to address. With the support of GCWCC, the organization is also focusing on managed centres, slowly working to return these centres to a functioning governance board within their communities.

As community centres evolve, so must the General Council of Winnipeg Community Centres. The Board of Directors understands the need for the community centre model to evolve and is instrumental in recommending change. The Board also recognizes the importance of partnership with the City of Winnipeg.

The GCWCC administration team is well-positioned to meet the mandate set out in the Management Agreement and meet the expectations of Community centres. We believe the future service model will need to be collaborative, inclusive, accessible, and welcoming to ensure long-term viability.

3.0 APPENDICES

- APPENDIX 1: GCWCC Independent Auditors' Report 2024 Financial Statements
- APPENDIX 2: GCWCC Three-Year Budget (2026-2028)
- APPENDIX 3: 2024 Grant Programs Review
- APPENDIX 4: 2024 Community Centre Grant Recipients

Appendix 1

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.

INDEPENDENT AUDITOR'S REPORT

FINANCIAL STATEMENTS

DECEMBER 31, 2024

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.

DECEMBER 31, 2024

INDEX

	Page
INDEPENDENT AUDITOR'S REPORT	1 - 2
FINANCIAL STATEMENTS	
Statement of Financial Position	3
Statement of Operations	4
Statement of Changes in Net Assets	5
Statement of Cash Flow	6
Notes to Financial Statements	7 - 11
Schedule of Expenses	12

FORT GROUP
CHARTERED PROFESSIONAL ACCOUNTANTS
Business Advisors + Tax + Audit

T. 204.942.0861
F. 204.947.6834
E. admin@fortgroupcpa.ca

100-865 Henderson Hwy
Winnipeg, Manitoba R2K 2L6
fortgroupcpa.ca

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of General Council of Winnipeg Community Centres Inc.:

Opinion

We have audited the accompanying financial statements of General Council of Winnipeg Community Centres Inc. (the "Centre"), which comprise the statement of financial position as at December 31, 2024, and the statements of operations, changes in net assets, and cash flow for the year then ended, and the notes to financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of General Council of Winnipeg Community Centres Inc. as at December 31, 2024, and the results of its operations and its cash flow for the year then ended, in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Centre in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Centre's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Centre or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Centre's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Centre's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Centre's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Centre to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Fort Group

Winnipeg, Manitoba
April 7, 2025

CHARTERED PROFESSIONAL ACCOUNTANTS INC.

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2024

	OPERATING FUND	PROGRAM REGISTRATION FEE SUBSIDY FUND	CITY OF WINNIPEG PROGRAMMING FUND	CITY OF WINNIPEG JANITORIAL FUND	TOTAL 2024	TOTAL 2023
ASSETS						
CURRENT ASSETS						
Cash	$ 253,885	340,702	134,500	170,118	899,205	660,301
Accounts receivable	34,731	-	-	-	34,731	47,309
Accrued interest receivable	1,751	-	1,591	1,522	4,864	4,717
Prepaid expenses	1,446	-	-	-	1,446	-
Short-term investments (Note 3)	34,922	-	-	-	34,922	253,950
GST receivable	6,512	-	1,499	-	8,011	2,683
	333,247	340,702	137,590	171,640	983,179	968,960
LONG-TERM INVESTMENTS (Note 3)	-	-	55,683	53,844	109,527	7,060
TANGIBLE CAPITAL ASSETS (Note 5)	3,594	-	-	-	3,594	3,417
	$ 336,841	340,702	193,273	225,484	1,096,300	979,437
LIABILITIES AND NET ASSETS						
CURRENT LIABILITIES						
Accounts payable and accrued liabilities (Note 6)	$ 29,206	600	12,000	6,000	47,806	90,478
Deferred contributions - Operating (Note 7)	49,570	-	-	-	49,570	110,982
Deferred contributions - Funds (Note 10)	-	351,365	254,428	180,780	786,573	597,959
	78,776	351,965	266,428	186,780	883,949	799,419
NET ASSETS (DEFICIT)						
Unrestricted - Operating Fund	258,065	-	-	-	258,065	180,018
Externally restricted - Funds	-	(11,263)	(73,155)	38,704	(45,714)	-
	258,065	(11,263)	(73,155)	38,704	212,351	180,018
	$ 336,841	340,702	193,273	225,484	1,096,300	979,437

APPROVED BY THE BOARD: _____ **Director** _____ **Director**

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.
STATEMENT OF OPERATIONS
YEAR ENDED DECEMBER 31, 2024

	OPERATING FUND	PROGRAM REGISTRATION FEE SUBSIDY FUND	CITY OF WINNIPEG PROGRAMMING FUND	CITY OF WINNIPEG JANITORIAL FUND	TOTAL 2024	TOTAL 2023
REVENUE						
Grants						
City of Winnipeg						
Athletic field maintenance	$ 390,600	-	-	-	390,600	354,484
Programming	-	-	385,942	-	385,942	565,227
Janitorial	-	-	-	329,877	329,877	327,135
Operating	260,226	-	-	-	260,226	252,647
Plan 2045	209,392	-	-	-	209,392	40,608
Administration	70,000	-	-	-	70,000	37,000
Program registration fee subsidy	-	65,161	-	-	65,161	86,047
Trailering grant	30,000	-	-	-	30,000	40,450
Building safer communities	24,885	-	-	-	24,885	-
Graffiti control	19,786	-	-	-	19,786	21,618
Criminal record check	2,020	-	-	-	2,020	42,809
Province of Manitoba						
Green Team Project	11,289	-	-	-	11,289	17,635
Memberships	31,500	-	-	-	31,500	31,500
Bookkeeping fees	16,800	-	-	-	16,800	16,800
Above and Beyond	12,365	-	-	-	12,365	11,490
Interest	1,626	-	1,778	1,684	5,088	6,550
Special project grants	-	-	-	-	-	3,999
	1,080,489	65,161	387,720	331,561	1,864,931	1,855,999
EXPENSES (Schedule)	1,051,618	65,161	385,942	329,877	1,832,598	1,809,975
EXCESS OF REVENUE OVER EXPENSES BEFORE FORGIVENESS OF INTERFUND BALANCES	28,871	-	1,778	1,684	32,333	46,024
GAIN (LOSS) ON FORGIVENESS OF INTERFUND BALANCES (Note 4)	49,176	(11,263)	(74,933)	37,020	-	-
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	$ 78,047	(11,263)	(73,155)	38,704	32,333	46,024

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.
STATEMENT OF CHANGES IN NET ASSETS
YEAR ENDED DECEMBER 31, 2024

	OPERATING FUND	PROGRAM REGISTRATION FEE SUBSIDY FUND	CITY OF WINNIPEG PROGRAMMING FUND	CITY OF WINNIPEG JANITORIAL FUND	TOTAL 2024	TOTAL 2023
NET ASSETS, BEGINNING OF YEAR	$ 180,018	-	-	-	180,018	133,994
Excess of revenue over expenses	78,047	(11,263)	(73,155)	38,704	32,333	46,024
NET ASSETS (DEFICIT), END OF YEAR	$ 258,065	(11,263)	(73,155)	38,704	212,351	180,018

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.
STATEMENT OF CASH FLOW
YEAR ENDED DECEMBER 31, 2024

	2024	2023
CASH PROVIDED BY (USED IN):		
OPERATING ACTIVITIES		
Excess of revenue over expenses	$ 32,333	46,024
Add back non-cash item:		
Amortization of tangible capital assets	2,470	2,519
	34,803	48,543
Change in non-cash working capital items:		
Accounts receivable	12,578	(32,759)
Prepaid expenses	(1,446)	-
GST receivable	(5,328)	4,604
Accrued interest receivable	(147)	(4,737)
Accounts payable and accrued liabilities	(42,672)	42,982
Deferred contributions - Operating	(61,412)	11,118
Deferred contributions - Funds	188,614	(274,190)
	124,990	(204,439)
INVESTING ACTIVITIES		
Proceeds on maturity of investments	254,588	255,934
Purchase of investments	(138,027)	(205,124)
Purchase of tangible capital assets	(2,647)	(2,369)
	113,914	48,441
CHANGE IN CASH	238,904	(155,998)
CASH, BEGINNING OF YEAR	660,301	816,299
CASH, END OF YEAR	$ 899,205	660,301

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2024

1. ACCOUNTING ENTITY

General Council of Winnipeg Community Centres Inc. (the "Centre") is a not-for-profit organization and is exempt from income taxes under the Income Tax Act of Canada. The Centre receives funding from the City of Winnipeg and its purpose is to provide support services for Winnipeg Community Centre executive and volunteer boards and to administer grants received from the City of Winnipeg (the "City) and the Province of Manitoba.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

An underlying assumption of the preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations is that the entity will continue for the foreseeable future and will be able to realize its assets and discharge liabilities in the normal course of operations.

The financial statements include the following significant accounting policies:

(a) Fund Accounting

The **Operating Fund** accounts for the day-to-day operations of the Centre.

The **Program Registration Fee Subsidy Fund** accounts for the administration of funds received from the City to be paid to Winnipeg Community Centres as program registration fee subsidy grants.

The **City of Winnipeg Programming Fund** accounts for the administration of funds received from the City to be paid to Winnipeg Community Centres as programming grants.

The **City of Winnipeg Janitorial Fund** accounts for the administration of funds received from the City to pay wages to janitorial staff.

(b) Tangible Capital Assets

Tangible capital assets are recorded at cost. Amortization is provided on the declining balance basis at the following rates:

Computer hardware	55%
Office equipment	20%

Additions are amortized at one-half of the above rates in the year of purchase.

(c) Revenue Recognition

The Centre follows the deferral method in accounting for contributions. Restricted contributions, including the City of Winnipeg, Province of Manitoba and special project grants, are recognized as revenue in the year the related expenses are incurred. Unrestricted contributions such as Above and Beyond, donations and other income are recognized as revenue when received or receivable and when collectibility is reasonably assured.

Membership revenue is recognized as revenue in the membership period when received or receivable.

Interest is recognized in the period earned.

Bookkeeping fees are recognized in the period the services are performed.

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(d) Contributed Services and Donated Materials

The Centre receives a substantial amount of volunteer time and effort as well as donated materials and supplies to carry out its activities. Due to the difficulty in determining the fair value of the contributed goods and services, they have not been recognized in these financial statements.

(e) Use of Estimates

The preparation of the financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Estimates include amounts payable for services not billed yet when these financial statements were approved and the useful life of tangible capital assets. Actual results may differ from estimates.

(f) Financial Instruments

Financial instruments held by the Centre include cash, accounts receivable, accrued interest receivable, short and long-term investments and accounts payable and accrued liabilities. The Centre initially measures its financial instruments at fair value when the asset or liability is first recognized. The Centre subsequently measures its financial instruments at amortized cost. Amortized cost is the amount at which the financial instrument is measured at initial recognition, less principal repayments, plus or minus the cumulative amount of any difference between that initial amount and the maturity amount, and minus any reduction for impairment.

3. INVESTMENTS

Short-Term Investments

	2024	2023
Operating Fund		
GIC held with BMO which is non-cashable. Interest rate of 4.75% matured on February 18, 2025.	$ 28,500	-
GIC held with BMO which is non-cashable. Interest rate of 5.05% maturing on February 18, 2025.	6,422	-
City of Winnipeg Programming Fund		
GIC held with BMO which is cashable. Interest rate of 2.75% cashed on January 17, 2024.	-	152,370
City of Winnipeg Janitorial Fund		
GIC held with BMO which is cashable. Interest rate of 2.75% cashed on January 22, 2024.	-	101,580
	$ 34,922	253,950

3. INVESTMENTS (continued)

Long-Term Investments

	2024	2023
Operating Fund		
GIC held with BMO which is non-cashable. Interest rate of 5.05% maturing on February 18, 2025.	$ -	7,060
City of Winnipeg Programming Fund		
GIC held with BMO which is cashable. Interest rate of 3.00% maturing on January 19, 2027.	55,683	-
City of Winnipeg Janitorial Fund		
GIC held with BMO which is cashable. Interest rate of 3.00% maturing on January 25, 2027.	53,844	-
	$ 109,527	7,060

4. INTERFUND BALANCE FORGIVENESS

During the current fiscal year, the Board of Directors approved the elimination of various interfund balances as reported in the Statement of Operations.

5. TANGIBLE CAPITAL ASSETS

	2024		2023	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Computer hardware	$ 24,704	21,570	22,388	19,187
Office equipment	28,596	28,136	28,265	28,049
	53,300	49,706	50,653	47,236
Net book value	$ 3,594		3,417	

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2024	2023
Operating Fund		
Accounts payable and accrued liabilities	$ 29,206	16,667
Program Registration Fee Subsidy Fund		
Accounts payable and accrued liabilities	600	1,590
City of Winnipeg Programming Fund		
Accounts payable and accrued liabilities	12,000	-
Programming grants payable	-	66,599
City of Winnipeg Janitorial Fund		
Accounts payable and accrued liabilities	6,000	4,727
Government source deductions payable	-	895
	6,000	5,622
	$ 47,806	90,478

7. DEFERRED CONTRIBUTIONS - OPERATING

Deferred Contributions - Operating represents unspent funding restricted for specific use in future periods. Changes in the balance of the deferred contributions are as follows:

	2023	Funding Received 2024	Revenue Recognized 2024	2024
Criminal Record Check grant	$ 51,590	-	2,020	49,570
City of Winnipeg - Plan 2045	59,392	150,000	209,392	-
	$ 110,982	150,000	211,412	49,570

8. RISK MANAGEMENT

(a) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. It is management's opinion that the Centre is exposed to interest rate risk due to its short-term and long-term investments in guaranteed investment certificates. Management does not use derivative instruments to mitigate this risk; however, the risk is deemed to be low.

(b) Liquidity Risk

Liquidity risk is the risk that the Centre will not be able to meet its financial obligations as they come due. Financial liabilities consist of accounts payable and accrued liabilities. Accounts payable and accrued liabilities are paid in the normal course of business.

The Centre’s approach to managing liquidity risk is to ensure that it will always have sufficient liquidity to meet liabilities when due.

At December 31, 2024, the organization has a cash balance of $899,205 (2023 - $660,301) which is sufficient to meet its financial liabilities of $47,806 (2023 - $90,478).

(c) Credit Risk

Credit risk is the risk that a counterpart will default on its financial liabilities.

Financial instruments potentially subject the Centre to credit risk and concentrations of credit risk consist principally of accounts receivable. Management manages credit risk associated with accounts receivable by pursuing collections when they are due. Management deems this risk not to be significant.

9. COMMITMENTS

The Centre leases office space and office equipment under operating leases. The total of all future annual commitments are as follows:

	Equipment	Office Space	Total
December 31, 2025	$ 239	23,341	23,580
2026	239	15,561	15,800
Total	$ 478	38,902	39,380

10. DEFERRED CONTRIBUTIONS - FUNDS

Deferred Contributions - Funds represent the unspent balance of contributions to be used for the future allocation to Winnipeg community centres. Changes in unspent deferred contributions - funds balances are as follows:

	2024	2023
Program Registration Fee Subsidy Fund		
Balance, beginning of year	$ 305,776	241,823
Receipts		
Program registration fee subsidy contributions	110,750	150,000
Disbursements		
Program registration fee subsidy grants	65,161	86,047
Net change	45,589	63,953
Balance, end of year	351,365	305,776
City of Winnipeg Programming Fund		
Balance, beginning of year	170,370	520,222
Receipts		
Programming contributions	470,000	215,375
Disbursements		
Programming grants	310,389	507,761
Licensing fees	45,553	30,466
Admin fees	30,000	27,000
	385,942	565,227
Net change	84,058	(349,852)
Balance, end of year	254,428	170,370
City of Winnipeg Janitorial Fund		
Balance, beginning of year	121,813	110,104
Receipts		
Janitorial contributions	388,844	338,844
Disbursements		
Wages	314,877	327,135
Admin fees	15,000	-
	329,877	327,135
Net change	58,967	11,709
Balance, end of year	180,780	121,813
	$ 786,573	597,959

11. COMPARATIVE FIGURES

Certain of the comparative figures have been reclassified to reflect the financial statement presentation adopted for the current year.

GENERAL COUNCIL OF WINNIPEG COMMUNITY CENTRES INC.
SCHEDULE OF EXPENSES
YEAR ENDED DECEMBER 31, 2024

	OPERATING FUND	PROGRAM REGISTRATION FEE SUBSIDY FUND	CITY OF WINNIPEG PROGRAMMING FUND	CITY OF WINNIPEG JANITORIAL FUND	TOTAL 2024	TOTAL 2023
Grants						
Athletic field maintenance	$ 378,820	-	-	-	378,820	324,247
City of Winnipeg - programming	-	-	310,389	-	310,389	507,761
Program registration fee subsidy	-	65,161	-	-	65,161	86,047
Trailering	30,000	-	-	-	30,000	40,450
Above and Beyond	10,288	-	-	-	10,288	8,702
Administration	-	-	30,000	15,000	45,000	37,000
Amortization of capital assets	2,470	-	-	-	2,470	2,519
Bank charges	927	-	-	-	927	1,512
Building safer communities	24,159	-	-	-	24,159	-
Green Team wages	31,038	-	-	-	31,038	33,747
Licensing fees	-	-	45,553	-	45,553	30,466
Office and miscellaneous	34,831	-	-	-	34,831	28,690
Plan 2045	214,005	-	-	-	214,005	40,608
Professional fees	18,820	-	-	-	18,820	14,126
Criminal record check fees	2,020	-	-	-	2,020	42,809
Rent	23,340	-	-	-	23,340	23,340
Repairs and maintenance	841	-	-	-	841	987
Service contracts	22,671	-	-	-	22,671	12,781
Special projects	3,810	-	-	-	3,810	5,682
Telephone	2,786	-	-	-	2,786	3,261
Wages and benefits	248,053	-	-	314,877	562,930	562,563
Workers compensation	201	-	-	-	201	887
Workshops, seminars and meetings	2,538	-	-	-	2,538	1,790
	$ 1,051,618	65,161	385,942	329,877	1,832,598	1,809,975

APPENDIX 2: 2026-2028 Business Plan*

General Council of Winnipeg Community Centres

PROJECTED OPERATING BUDGET	2025 Actual	2026 Proposed	2027 Proposed
Income			
Bank Interest	2,000	2,000	2000
City of Wpg - Operating Grant	260,226	265,431	265,431
Grants Admin Fee	55,000	60,000	60,000
Member Fees (2025/26 @ $500/centre)	31,000	30,500	30,500
Financial Services (Bookkeeping)	19,500	19,500	19,500
Other Income (Volunteer Appreciation)	12,000	12,000	12,000
Total Income	**379,726**	**389,431**	**389,431**
Expense			
Audit	14,000	14,000	14,000
Bank Charges	1,300	1,300	1300
Equipment	3,000	3,000	3000
Group Plan - Employer	8,000	8,000	8,000
Office	3,500	3,500	3,500
Maintenance	1,000	1,000	1,000
Parking	13,000	13,000	13,000
Postage	2,000	2,100	2,100
Service Contracts	20,300	22,000	22,000
Telephone/Internet	3,500	3,500	3,500
Lease (expires in 09/2025)	25,000	25,000	26,000
Leadership Development/Meetings	3,000	3,000	3,000
Workers Compensation	800	800	800
Wages/Benefits (3% increase annually)	285,502	294,100	294,100
Volunteer Appreciating/Recruitment	10,000	10,000	10,000
Total Expense	**393,902**	**404,300**	**405,300**
Surplus/(Deficit)	**(14,176)**	**(14,869)**	**(15,869)**

*June 30, 2025

	Proposed Grant Income 20	Proposed Grant Expense 2026
GCWCC Operating Grant	265,431	265,431
Program Registration Fee Subsidy Grant	110,750	110,750
GCWCC Programming Grant - City of Winnipeg	470,000	470,000
GCWCC Janitorial Wage Subsidy - City of Winnipeg	404,553	404,553
New Program Wage Subsdy Grant As per Plan 2045 Note 1	250,000	250,000
One-Time Legal Services Grant as per Plan 2045 Note 2	35,000	35,000
Graffiti Control Program Grant - City of Winnipeg Public Works	32,000	32,000
Athletic Field Maintenace (AFM) Program- City of Winnipeg Parks	390,600	390,600
AFM Equipment Grant - City of Winnipeg Parks	30,000	30,000
Total - City of Winnipeg Grants	**1,988,334**	**1,988,334**

Note 1: As per the first phase of Plan 2045, that funding in the amount of $250,000 annually, beginning in 2026, for a new GCWCC Programming/Wage Subsidy grant program to provide the ability for community centres to hire operational and programming staff in support of a transition from working boards to a governance board

Note 2: As per the first phase of Plan 2045 **a** one-time increase to the GCWCC 2026 operating grant in the amount of $35,000 to retain external legal advice to support community centres during the development and execution of management agreements between the City of Winnipeg and each community centre.

General Council of Winnipeg Community Centres
2024 Grant Programs Review

C.C. REGISTRATION FEE SUBSIDY GRANT - City of Winnipeg

Balance, beginning of year	*$305,776.00*
Revenue:	$110,750.00
Expense	$65,161.00
Net Change	$45,589.00
Balance, end of year and carried forward (Note 1)	$351,365.00

C.C. PROGRAMMING GRANT - City of Winnipeg

Balance, beginning of year	*$170,370.00*
Revenue:	$470,000.00
Expense	$385,942.00
Net Change	$84,058.00
Balance, end of year and carried forward (Note 2)	$254,428.00

C.C. JANITOR GRANT - CITY OF WINNIPEG

Balance, beginning of year	*$121,813.00*
Revenue	$388,844.00
Expense	$329,877.00
Net Change	$58,967.00
Balance, end of year and carried forward (Note 3)	$180,780.00

C.C. ATHLETIC FIELD SWEAT EQUITY MAINTENANCE GRANT - CITY OF WINNIPEG

Balance, beginning of year	
Revenue	$390,600.00
Expense	$378,820.00
Net Change	$11,780.00
Balance, end of year and carried forward	$11,780.00

C.C. ATHLETIC FIELD MAINTENANCE EQUIPMENT GRANT - CITY OF WINNIPEG

Balance, beginning of year	*$0.00*
Revenue	$30,000.00
Expense	$30,000.00
Net Change	$0.00
Balance, end of year and carried forward (Note 4)	$0.00

Criminal Record Check Grant

Balance, beginning of year	*$51,590.00*
Revenue	$0.00
Expense	$2,020.00
Net Change	-$2,020.00
Balance, end of year and carried forward (Note 5)	$49,570.00

Note 1 Program Fee Subsidy : Note for 2024 the subsidy application provides $400 per season per child. This year we added in funding for families who attend community centre run day camps in the summer and winter.

Note 2 Programming: From January to December programming funds were distributed, but any programs that eneded December 31 were paid in Q1 2025 payments in the amount of $94, 468.

Note 3 Janitorial Grant Fund: We purposely carry funds into the new year to cover wages in Q1 until the first funding payment is received.

Note 4 AFM Equipment Grant: In 2024 the full amount of the funds were distributed.

Note 5: Criminal Record Check Grant: provided by the Mayor's office in 2021 & 2022, two years impacted by community centre closures and few applications. Fewer centres applied in 2024 due to a one time payment distributed at the end of 2023. Community centres continue to apply for this funding.

2703 A – 83 Garry Street,
Winnipeg, MB R3C 4J9
Tel: (204) 475-5008
Fax: (204) 475-5812

Appendix #4 - Grant Recipient Listing

Below is the list of Community Centres who received funding in 2024 from the various funds GCWCC distributes.

2024 Community Centre Programming Grant Recipients

DISTRICT 1 **City Centre**	**DISTRICT 2** **Assiniboia**	**DISTRICT 3** **Lord Selkirk** **West Kildonan**	**DISTRICT 4** **East Kildonan** **Transcona**	**DISTRICT 5** **Riel**
		Central		
Earl Grey		Luxton	East Elmwood	Champlain
Fort Garry		Norquay		Greendell Park
Lord Roberts		Northwood		Notre Dame
Riverview		Ralph Brown		
		Sinclair Park		
		Weston Memorial		

Note:

2024 Community Centre Janitorial Grant Recipients

DISTRICT 1 **City Centre**	**DISTRICT 2** **Assiniboia**	**DISTRICT 3** **Lord Selkirk West Kildonan**	**DISTRICT 4** **East Kildonan** **Transcona**	**DISTRICT 5** **Riel**
Earl Grey	Bourkevale	Central	Chalmers	Champlain
Lord Roberts	Deer Lodge	Norquay	East Elmwood	Norwood
Riverview	Whyte Ridge	Northwood		Winakwa
Robert A. Steen		Luxton		Windsor
Valour		Sinclair Park		
		Tyndall Park		
		Weston Memorial		

Note: In 2024 we had an increase in demand for wage support, but we were also faced with an increase in minimum wage so we couldn't support all requests. We worked to provide 21 centres with a maximum number of hours.

Submitted: July 2025

2703 A – 83 Garry Street,
Winnipeg, MB R3C 4J9
Tel: (204) 475-5008
Fax: (204) 475-5812

2024 Community Centre Program Registration Fee Subsidy Grant Recipients**

DISTRICT 1 City Centre	DISTRICT 2 Assiniboia	DISTRICT 3 Lord Selkirk West Kildonan	DISTRICT 4 East Kildonan Transcona	DISTRICT 5 Riel
Central Corydon	Assiniboia-West	Central	Bronx Park	Glenwood
Lord Roberts	Bord-Aire	Garden City	Chalmers	Greendell Park
Linden Woods	Roblin Park	Tyndall Park	Gateway	Norberry Glenlee
Robert A. Steen	Sturgeon Heights		Melrose Park	St. Norbert
Valour			Valley Gardens	Southdale
			North Kildonan	South Winnipeg
			Oxford Heights	Winakwa
			Park City West	

Note:

2024 Community Centre Athletic Field Maintenance Grant Recipients

DISTRICT 1 City Centre	DISTRICT 2 Assiniboia	DISTRICT 3 Lord Selkirk West Kildonan	DISTRICT 4 East Kildonan Transcona	DISTRICT 5 Riel
Central Corydon	Assiniboia-West	Burton Cummings	Bronx Park	Champlain
Fort Garry	Deer Lodge	Central	Chalmers	Dakota
Riverview	Heritage Victoria	Garden City	East Elmwood	Glenwood
Robert A. Steen	Kirkfield-Westwood	Luxton	Gateway	Greendell Park
Valour	Roblin Park	Maples	Melrose Park	Norberry-Glenlee
	Sturgeon Heights	Northwood	Morse Place	Norwood
	Tuxedo	Sinclair Park	North Kildonan	St. Norbert
	Varsity View	Tyndal Park	Oxford Heights	South Winnipeg
	Woodhaven CC	Vince Leah	Park City West	Southdale
			South Transcona	St. Norbert
			Valley Gardens	Winakwa
				Windsor

Note: 45 community centres received funding to cut, trim and maintain 216 full fields, 84 mini fields, and another 66 fields where the centres did basic trimming and garbage removal.

Submitted: July 2025

2703 A – 83 Garry Street,
Winnipeg, MB R3C 4J9
Tel: (204) 475-5008
Fax: (204) 475-5812

2024 Community Centre Athletic Field Equipment Grant Recipients

DISTRICT 1 **City Centre**	**DISTRICT 3** **Lord Selkirk West** **Kildonan**	**DISTRICT 5** **Riel**
Central Corydon	Burton Cummings	Dakota
	Garden City	Greendell Park
	Northwood	Norberry-Glenlee
	Tyndall Park	Winakwa

Note: The Athletic Field Equipment Grant supports community centres in maintaining recreational green spaces near their facilities. In 2024, 9 centres from 3 districts applied for the grant. A total of $30,000 was allocated to these centres, aimed at improving the quality and accessibility of athletic fields for local residents.

2024 Criminal Record Check Grant Recipients

DISTRICT 1 **City Centre**	**DISTRICT 2** **Assiniboia**	**DISTRICT 3** **Lord Selkirk West** **Kildonan**	**DISTRICT 4** **East Kildonan** **Transcona**	**DISTRICT 5** **Riel**
Robert A. Steen	Whyte Ridge		Gateway CC	

Note: There were fewer applications for funding in 2024, as we distributed funds to all community centres at the end of 2023 to use for their vulnerable sector checks.

Submitted: July 2025